



Statewide Training Program

Schedule of Classes

July 1, 2008 – June 30, 2009

State Personnel Board
801 Capitol Mall (MS-32)
Sacramento, CA 95814

<http://www.spb.ca.gov/spbtrain>



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Selection Analyst Training Program

The Selection Analyst Training Program offers a state-of-the-art, comprehensive instructional curriculum for the development of selection analysts. This program provides selection analysts, whether novice or experienced, the opportunity to increase and enhance their selection-related knowledge and skills. The courses have been designed to provide participants with fundamentally sound, legally defensible, innovative means of performing selection-related work. Classes in the program are offered as stand-alone courses, individually priced, or as a curriculum package. The Selection Analyst Training Program is comprised of the following classes:

- JOB ANALYSIS.....\$290 two-day class
- STATISTICS MADE EASY FOR PERSONNEL SELECTION.....\$145 one-day class
- PROFESSIONAL SELECTION & TEST VALIDATION.....\$145 one-day class
- EXAMINATION PLANNING.....\$145 one-day class
- SUPPLEMENTAL APPLICATIONS.....\$145 one-day class
- DEVELOPING INTERVIEWS.....\$290 two-day class
- CHAIRING INTERVIEW EXAMINATIONS.....\$425 three-day class
- WORK SAMPLE & PERFORMANCE TEST.....\$145 one-day class
- DEVELOPING & USING WRITTEN EXAMINATIONS.....\$145 one-day class
- INTERPRETING ITEM ANALYSIS.....\$145 one-day class
- PASS POINT SETTING.....\$145 one-day class
- SCORING MODELS.....\$145 one-day class

The Selection Analyst Training Program consists of a series of classes required to achieve a Certified Selection Analyst designation. Classes can be completed in any order, however, maximum benefit will be obtained by taking them in the suggested order. In particular, we recommend completing the first four before taking the remaining classes. Students will need to complete all required classes to receive the Certified Selection Analyst designation.



Information

How Do I Enroll?

Your department must submit an approved Program Registration Form, SPB-46 (Rev 11/04 or later). The form must be signed by an authorized training coordinator, training officer, or training manager. The form is available on our web site at <http://www.spb.ca.gov/training/index.htm>. You may mail your registration to:

State Personnel Board
Statewide Training Program
801 Capitol Mall (MS-31)
Sacramento, CA 95814

...or you may fax your registration to (916) 657-2502. Telephone registrations **will not** be accepted and slots **will not** be held in lieu of a registration.

How Do I Pay?

Please select one of the payment options shown on the registration form. Payment is requested at the time of registration. Your department's check may be mailed with the registration form or brought to the class by the participant. If you pay by check, please ensure that you send the check with the registration form to *State Personnel Board, Statewide Training Program, 801 Capitol Mall (MS-31), Sacramento, CA 95814*.

You may also pay by CalCard. If your State agency has a "consolidated contract" with SPB, you may choose to charge the tuition to your contract. Be sure to include the contract number. If you pay by check, please do not select "charge to contract" because the process of "charging your contract" is internal to your department's accounting office. If no payment option is selected, your department will be invoiced with a \$15 surcharge for each participant.

Where Do I Go?

Statewide Training Program Classes are held at the State Personnel Board, 801 Capitol Mall, Room 312, Sacramento, CA 95814. Please check in with the security guard in the lobby when you enter the building.

How Can I Be Reached?

Anyone who needs to reach you while you are in a training class may call our reception desk at (916) 653-2085. You will not be interrupted during a class unless it is an emergency.

Public Transportation?

The State Personnel Board is only one block from the 7th Street/Capitol Mall and 8th Street/Capitol Mall Light Rail stations. Riding the Light Rail is convenient, dependable and inexpensive.



Where Can I Park?

Several parking lots are close to the State Personnel Board.

Newport Parks (Sutter Club Garage)

L Street between 7th and 8th Street

All day rates are first come first serve until 9:00 a.m.

Motor Inn City Parking (Frank Fats Garage)

L Street between 7th and 8th Street

All day rates are first come first serve until 9:00 a.m.

Century Parking Inc.

Alley off 7th Street between L and Capitol Mall

How will I know if I am registered for a class?

By using the SPB-46 (Rev. 11-04) registration form, you will provide us with the e-mail address of the participant and the e-mail address of the training coordinator. Normally, we will register you for your class within 24 hours of receipt of your registration form. At the time of registration, SPB will send by e-mail a confirmation of enrollment to the participant with a "cc" to the training coordinator. If you do not receive an e-mail confirmation within two days of sending your fax to the State Personnel Board, please call us because it may mean that your fax did not go through or there is some other problem.

The e-mail notification is the only notice you will receive. When you get the confirmation, put the class on your calendar immediately. If you do not show up for the class, your agency will be charged for the class anyway (see "Can I Cancel?" on the next page).

If you have any question about your enrollment, please call us. We would much rather give you the information you need by telephone than have you fail to show for a class in which you are enrolled. If you come to a class for which you are **not** enrolled, you may be allowed to remain as long as 1) there is space available in the class, and 2) you can provide an authorized training registration (including payment) upon your arrival.



Is there accessibility?

The State Personnel Board is accessible to participants with disabilities. Please specify the nature of your impairment and what is needed to accommodate you; be specific and include your direct telephone number. The Statewide Training Program will consult directly with you to determine what is necessary for accommodation under the terms of the Americans with Disabilities Act. Please let us know if you wish to bring your own reader, interpreter, or service assistant. The Statewide Training Program will provide a seat for your assistant without charge to your department.

Can I cancel?

If you cannot attend class, you must contact your department training coordinator either to find a substitute or to cancel the registration. If a substitute is sent, the substitute needs to sign in on the class roster in your place and they must complete a Substitution form on the day of class. If canceling the class, the training coordinator **must** FAX the Statewide Training Program notice of cancellation at least **five (5) working days** before the first day of the training class, otherwise, **full tuition will be charged**.

Can I make-up the class?

If you are able to attend part of a class but unable to complete it, you may make arrangements with the Statewide Training Program to make up the remainder of the class at a later date for no additional charge. Some limitations apply. Contact the Statewide Training Program within 10 working days of the make-up class start date to determine if space is available.

Can you bring the class to our location?

If you meet the minimum number of participants that need to enroll in the same class, the Statewide Training Program may be able to arrange for a special session at your location or ours. Call (916) 653-2085 for information.

What if I have a question?

If you don't find the information you need on our web site, please call us at (916) 653-2085.



Where to stay in the Sacramento area

Amber House

1315 22nd Street
(916) 444-8085 or (800) 755-6526
BB CB NS

Best Western Sutter House

1100 H Street
(916) 441-1314 or (800) 830-1314
CB LR R P U

Canterbury Inn Hotel

1900 Canterbury Road
(916) 927-3492
AL CB FD LR P R U

Capitol Plaza Holiday Inn

300 J Street (Off I-5)
(916) 446-0100 or (800) 238-8000
FD R P U

LaQuinta Inn

200 Jibboom Street
(916) 448-8100 or (800) 531-5900
AL DT R* P

Governor's Inn

210 Richards Blvd. (Off I-5)
(916) 448-7224 or (800) 999-6689
AL CB DT FD P R*

Hartley House

700 22nd Street
(916) 447-7829 or (800) 831-5806
Fax (916) 447-1820
BB LR R*

Hawthorn Suites

321 Bercut (I-5 at Richards Blvd.)
(916) 441-1444 or (800) 618-0714
AL CB DT FD P

Hyatt Regency

1209 L Street
(916) 443-1234 or (800) 233-1234
FD R P

Radisson Hotel

500 Leisure Lane
(916) 922-2020 or (800) 333-3333
AL DT FD R P U

DoubleTree Hotel

2001 Point West Way (Business 80)
(916) 929-8855
AL FD R P

Red Lion's Sacramento Inn

1401 Arden Way (Business 80)
(916) 922-8041 or (800) 344-4321
AL FD R P

Sacramento Hilton

2200 Harvard (Business 80)
(916) 922-4700 or (800) 344-4321
AL LR DT R P U

Embassy Suites

100 Capitol Mall
(916) 326-5000 or (800) 362-2779
CD FD DT LR NS P R R*

Sheraton

1230 J Street
(916) 447-1700 or (800) 325-3535
CB DT FD LR NS P R R* U

Sandman Motel

236 Jibboom Street
(916) 443-6515 or (800) 528-1234
CB FD NS P R*

LEGEND

AL	Airport Limousine	LR	Close to Light Rail
BB	Bed & Breakfast	NS	No Smoking
CB	Continental Breakfast	P	Pool
DT	Downtown Shuttle (if reserved)	R	Restaurant
FD	Facilities for Disabled	R*	Close to
		U	Union Facility



Writing Personnel Actions

(Drafting Notices of Adverse Action, Rejection, Medical, and “Without Fault” Actions)

What’s the class about?

The Notices of Adverse Action, Rejection During Probationary Period, Medical Termination (Demotion or Transfer), and "Without Fault" Termination (Demotion or Transfer) are an essential component of the State's disciplinary, rejection and other processes. These Notices must comply with legal requirements and directives set forth by the State Personnel Board in policy statements and precedential decisions. Additionally, departments may choose to include "sections" and language to provide information to the subject employee. Of critical importance are the "acts or omissions" for which the employee is being disciplined, rejected etc. This class will address all of the above, as well as the processes by which an employee is served with a Notice, the documents which must accompany a Notice, and the applicable timelines for service and filing with SPB.

What’s the class objective?

This class provides participants with an understanding of what is required and optional for inclusion in a Notice, as well as what constitutes proper service. The result will be a document that is legally correct and professional in appearance and content.

Who should attend?

This class is designed for departmental staff who are responsible for drafting Notices. Staff who prepare the "package" for the individual, who drafts the Notice, as well as those who review the Notice, may benefit from this class.

How much is the tuition?

\$145 per participant

When is the class offered?

November 12, 2008	8:30 a.m. – 4:30 p.m.
December 11, 2008	8:30 a.m. – 4:30 p.m.
March 19, 2009	8:30 a.m. – 4:30 p.m.
June 4, 2009	8:30 a.m. – 4:30 p.m.

Medical Actions

What's the class about?	<p>Government Code § 19253.5 sets forth the conditions under which an appointing power may medically transfer, demote or terminate, or apply for disability retirement for, an employee who, for medical reasons, can no longer perform the duties of his or her existing position. This course explores the conditions and requirements of Government Code § 19253.5. We will also discuss an appointing power's obligations under the ADA and FEHA to reasonably accommodate qualified employees with disabilities and to engage in an interactive process, and how the medical action statute intersects with the reasonable accommodation obligation and workers' compensation laws. The course will also review the Board's precedential decisions on "constructive medical termination" and the new sample "Options Letter" the Disability Task Force has disseminated.</p>	
What's the class objective?	<p>The class provides participants with an understanding of the complex, and sometimes conflicting, requirements appointing powers must address when deciding how to respond to employees who have medical conditions that may impact their ability to perform their jobs.</p>	
Who should attend?	<p>The class is designed for departmental staff that regularly interacts with or make decisions concerning employees with medical conditions who can no longer perform the functions of their jobs. Union representatives who represent employees with medical conditions may also wish to attend.</p>	
How much is the tuition?	<p>\$145 per participant</p>	
When is the class offered?	October 7, 2008	8:30 a.m. – 4:30 p.m.
	April 2, 2009	8:30 a.m. – 4:30 p.m.



State Personnel Board Hearing Process

What's the class about?	<p>This one-day class is designed to provide a step-by-step overview concerning the manner in which evidentiary hearings are conducted before Board Administrative Law Judges. It includes the following topics: the administrative intake process, discovery issues, pre-hearing conferences, rules for the conduct of hearings, opening and closing statements, rules of evidence (including hearsay), examination of witnesses, introducing evidence, and hearings before the Board.</p> <p><i>Note – This class will primarily deal with hearings concerning appeals from adverse action, rejection during probation, non-punitive termination, medical action, discrimination, and retaliation. It <u>will not</u> cover merit issue complaints or the manner in which hearings are conducted before Board Hearing Officers.</i></p>	
What's the class objective?	<p>To provide non-attorneys or attorneys unfamiliar with SPB proceedings with a basic understanding of their roles and responsibilities when acting as a legal representative in evidentiary hearings before the Board.</p>	
Who should attend?	<p>This class is designed for both department and employee representatives who are required to represent the legal interests of their respective clients in hearings before the Board.</p>	
How much is the tuition?	<p>\$145 per participant</p>	
When is the class offered?	December 17, 2008 March 17, 2009	8:30 a.m. – 4:30 p.m. 8:30 a.m. – 4:30 p.m.



What You Should Know as a Skelly Officer

What's the class about?

Several adverse actions which departments initiate on their employees require that a hearing be held prior to the effective date of the action. This hearing is referred to as a "Skelly Hearing" and should be presided over by an individual who is familiar with the responsibilities of serving in this role, as well as legal and other requirements and principles applicable to the State's disciplinary, probationary period, medical and "without fault" action processes. This class also addresses the application of progressive discipline, the role of corrective measures, determining the appropriate penalty, the importance of probationary reports and annual evaluations, as well as recognizing and addressing cultural diversity in the role of a Skelly Officer. Throughout the class the State Personnel Board's precedential decisions will be cited and discussed.

What's the class objective?

Participants will learn about the "Skelly Hearing" process and the responsibilities of those involved, as well as the processes and principles leading to the necessity of initiating actions which result in a "Skelly Hearing."

Who should attend?

This class is designed for staff who serve as "Skelly Officers," and those who are involved in briefing "Skelly Officers."

How much is the tuition?

\$85 per participant

When is the class offered?

October 30, 2008	8:30 a.m. - 12:15 p.m.
December 2, 2008	8:30 a.m. - 12:15 p.m.
January 28, 2009	8:30 a.m. - 12:15 p.m.
March 13, 2009	8:30 a.m. - 12:15 p.m.
May 11, 2009	8:30 a.m. - 12:15 p.m.



State Personnel Board Precedential Decisions

What's the class about?	<p>This class reviews the precedential decisions issued by the State Personnel Board (SPB). The SPB Administrative Law Judges are bound to follow these decisions in issuing their proposed decisions following evidentiary hearings. The precedential decisions cover such topics as notice of adverse action, Skelly rights, legal causes for discipline, defenses to adverse action, evidentiary issues, back pay issues, rejections during probation, disciplinary transfers, non-punitive terminations, termination of limited term appointments, medical terminations, settlement agreements, drug testing, attendance, violence/threats in the workplace, alcoholism and free speech.</p>	
What's the class objective:	<p>This class provides participants with an understanding of how the SPB interprets its laws and rules covering the above topics to provide a better insight into the likely outcome of cases that come before the SPB.</p>	
Who should attend?	<p>This class is designed for employees involved in drafting adverse actions and in representing parties at administrative law judge hearings.</p>	
How much is the tuition?	<p>\$145 per participant</p>	
When is the class offered?	December 18, 2008	8:30 a.m. – 4:30 p.m.
	March 18, 2009	8:30 a.m. – 4:30 p.m.



Enhancing Communication in the Workplace

What's the class about?	Through administration of Inscape Publishing's DiSC Communication Style Profile®, participants identify personal characteristics of people they work with and those styles that cause them confusion and difficulty. They discover four primary communication behavioral styles used by individuals in the workplace and explore their own style preferences. To expand understanding of the style differences, fifteen sub-classical patterns are further examined along with summary of the style strengths and overuse that can create misunderstanding. Helpful suggestions are provided to manage diverse style and talents, and to create a more inclusive workforce.	
What's the class objective?	The course objective is to gain an understanding of our communication style emphasis, goals, tendencies, motivation, and also our style's limitations under the pressure of conflict. The objective of this practical approach is to help you create an environment that will ensure your communication style, flexibility and success.	
Who should attend?	Communication is important to employees at all levels. Both managers and employees should attend.	
How much is tuition?	\$145 per participant	
When is the class offered?	January 6, 2009	8:30 a.m. – 4:30 p.m.



Equal Employment Opportunity (EEO) Counselor

What's the class about?

This unique two-day course will enable EEO Counselors to receive the practical and legal information necessary for the informal resolution of discrimination complaints. Trainees will be treated to an interactive program with hands-on workshops and exercises about the role of the counselor, Equal Employment Laws and Policies, how to professionally resolve conflicts, employee rights during an informal process, overcoming cultural, gender, and other barriers through enhanced listening and communication skills, and drafting counselor reports.

During the two-day experience, there will also be plenty of time to address other issues of importance to EEO Counselors. How can I make sure that my important role is recognized within my department? How do I deal with complicated facts involving more than one allegation? When should I refer a matter to my EEO Officer or other Department official?

What is the class objective?

The class provided EEO Counselors and those who need similar information to understand the basics of their roles as EEO Counselors, and to receive practical, useful, hands-on experienced in activities relevant to their positions.

Who should attend?

All employees who are, have been, or may be appointed as EEO Counselors within their departments. EEO Officers and supervisors or EEO Counselors will also benefit from this course.

How much is tuition?

\$450 per participant

When is the class offered?

November 13-14, 2008	8:30 a.m. – 4:30 p.m.
January 15-16, 2009	8:30 a.m. – 4:30 p.m.
April 7-8, 2009	8:30 a.m. – 4:30 p.m.



Equal Employment Opportunity (EEO) Investigator How to Conduct Effective EEO Investigations (2-day Course)

What's the class about?	This intensive two-day class has four key objectives: (1) to build the skills necessary to conduct an effective internal investigation, (2) to identify and understand the role of the EEO investigator, (3) to provide step-by-step guidance regarding the 10 steps to conducting an effective EEO investigation, and (4) to provide “hands-on” experience conducting witness interviews and preparing investigative reports. Attendees will participate in several mock investigations during the class.	
What's the class objective?	To teach EEO Investigators how to effectively conduct internal investigations, including appropriate preparation, interview techniques, and quality report writing.	
Who should attend?	This class is designed for EEO Investigators and other employees with investigative responsibilities.	
How much is tuition?	\$450 per participant	
When is the class offered?	October 20-21, 2008	8:30 a.m. – 4:30 p.m.
	May 19-20, 2009	8:30 a.m. – 4:30 p.m.



Equal Employment Opportunity (EEO) Investigator (4-day Course)

What's the class about?

This intensive, practical four-day course will prepare employees who conduct or may in the future conduct Equal Employment Opportunity Investigations. The concentrated four days will involve learning and practice modules preparing investigators in the following areas:

- Pre-investigative steps: including the gathering of evidence, getting stated, the creation and organization of investigation binders, the outlining of tasks and strategies, and the planning of witnesses and other factual development.
- Interviewing Skills: including admonitions, special rules for peace officers, the creation of a proper foundation for evidentiary findings, interviewing skills, techniques for complaints, witnesses, and the accused, practice and feedback form expert investigators, and organization of interview and follow up questioning.
- Analysis: applying the facts to the elements necessary to uphold the complaint; lectures and workshops on the elements of the most common discrimination claims, burdens of proof and the proper analysis of evidence; undisputed standards, pre-organization of reports.
- Writing the Report: including writing as “documentation,” persuasive, clear and concise writing style; brevity, report formatting, organization of findings according to elements and levels of proof, conclusions, executive and operational reports, and feedback from experts.

During the four day course, trainees will use a “mock investigation” exercise for each learning module. The preparation, interviews, analysis, and resulting report will provide a real-to- life experience of bringing an investigation from complaint to findings.



What's the class objective?	To train investigators to prepare, analyze, and report professional findings upon which fair and appropriate corrective action or exoneration of the accused may be based.		
Who should attend?	The course is recommended for employees who conduct or may conduct EEO investigations. This is a required course for those who plan to complete the EEO Academy Investigator, Analyst or Officer program.		
How much is tuition?	\$1,000 per participant		
When is the class offered?	March 9-12, 2009	8:30 a.m. – 4:30 p.m.	



Equal Employment Opportunity (EEO) Overview

What's the class about?

This one-day program introduces the overall laws, policies, and practical guidelines governing proper investigations, as well as the general requirements of an appropriate EEO Investigation. The course uses entertaining, interactive teaching techniques, including role playing, storytelling, workshops, and historical context. Trainees will learn, among other things:

- Why are appropriate investigations important in the enforcement of civil rights?
- Why must investigations be prompt? What is prompt?
- What traits and habits are encouraged in selecting investigators?
- What are the principle goals and necessary results of a good investigation?
- What are the rights of witnesses, complainants, and the accused”?
- What constitutes a “good faith” investigation?
- What legal and state policies must be followed by investigators?
- Overcoming bias vs. avoiding conflicts of interest.
- Documentation requirements.
- Burdens of proof, standards for findings, and an outline for an appropriate report.

What's the class objective?

This class provides an overview of investigation laws, policies, and general principles for anyone working with, supervising, using, implementing, or reviewing investigative reports of discrimination related complaints.



Equal Employment Opportunity (EEO) Overview (continued)

Who should attend?	This course is encouraged for employees who conduct or may conduct investigations, as well as EEO Officers, personnel staff, supervisors and managers of investigators. It is a required course in the EEO Academy and is highly recommended to be taken prior to those choosing the 4 day intensive EEO Investigator class.		
How much is tuition?	\$225 per participant		
When is the class offered?	November 7, 2008	8:30 a.m. – 4:30 p.m.	



Diversity and Inclusion in the Workplace

What's the class about?	<p>This class is designed to provide participants with the latest strategic approaches to leading with Diversity and Inclusion. The focus includes discussion about human and organization. Driving forces for diversity and the experience of inclusion are examined. Utilizing Inscape Publishing's diversity Assessment Profile®, participants identify their present attitudes and knowledge about workforce diversity and explore workplace behavior caused by prior conditioning. The basics of culture are defined and compared to corporate culture influences that impact behavior between employees, management, and the customer. Cross cultural competency is studied along with cultural hot-button scenarios from actual workplace case studies. The process of Mind Mapping is used to help participants better utilize managing diversity methods in creating future inclusive workplace environments.</p>	
What's the class objective?	<p>To build Strategic Relationship Engagement (SRE) of today's workforce, in a way that improves communication and innovation, as well as increasing employee morale and retention, so that teamwork relationships can move the organization toward its strategic goals.</p>	
Who should attend?	<p>The class is designed for both managers and employees including work team leads who hope to improve performance and morale of their team members. EEO Managers and HR Personnel who are engaged in employee relationship issues should attend. This course can be suit-cased to field work locations and specific modules can be developed for off-site conferences or team meetings.</p>	
How much is tuition?	<p>\$290 per participant</p>	
When is the class offered?	December 8-9, 2008	8:30 a.m. – 4:30 p.m.
	February 10-11, 2009	8:30 a.m. – 4:30 p.m.
	April 28-29, 2009	8:30 a.m. – 4:30 p.m.



Getting to Resolution

(Conflict Management & Alternate Dispute Resolution (ADR Options))

What's the class about?

This class explores different conflict styles encountered in the workplace and the impact they have on others. A brief summary of various Alternate Dispute Resolution (ADR) models are present. Then, utilizing Inscape Publishing's DiSC Communication Assessment® Profile, the course allows participants to build understanding of the dominant communication style(s) used by themselves, their managers, and co-workers. Coincident with these communication styles, participants also identify the causes of most conflict disagreements. DVD vignettes and role play scenarios are utilized to develop skills in more effectively handling future interpersonal and situational conflict.

What's the class objective?

Explore various styles of behavior that can often be in conflict with one another. The objective of this class is to gain an understanding of the possible "causes" and "interventions" in dealing with conflicts in today's workplace, and for using a simple, yet effective collaborative resolution process to develop agreement for results vs. mere action for personal protection.

Who should attend?

Managers and employees involved in frequent misunderstandings and conflict in the workplace should attend. Work teams who are experiencing regular arguments, and or using "creative avoidance" steps that may be impacting their productivity and working relationships should schedule the entire team to attend. All managers and supervisors would benefit from this class to prepare themselves for effectively managing potential conflict situations in the future.

How much is the tuition?

\$145 per participant

When is the class offered?

October 6, 2008	8:30 a.m. – 4:30 p.m.
February 27, 2009	8:30 a.m. – 4:30 p.m.



Practical Solutions to Reasonable Accommodation

What's the class about?	This “hands-on” class is designed to develop competency in the reasonable accommodation process and the terms/concepts learned in the <i>Introduction to FEHA and the ADA</i> class.	
What's the class objective?	Using a series of case scenarios, participants will review the interactive process required by state and federal disability laws (FEHA/ADA), and identify strategies for analyzing duty statements and determining effective workplace solutions.	
Who should attend?	Reasonable Accommodation, Return to Work Coordinators and staff responsible for FEHA and reasonable accommodation implementation and oversight.	
Class Prerequisites?	Participants should complete either of the introductory classes listed below prior to enrollment. <ul style="list-style-type: none">▪ SPB's Introduction to FEHA and the ADA▪ Pass SPB's prerequisite quiz (link to Survey Monkey here) COMING SOON !!!	
How much is the tuition?	\$85 per participant	
When is the class offered?	February 25, 2009	8:30 a.m. – 12:15 p.m.
	April 1, 2009	8:30 a.m. – 12:15 p.m.
	June 11, 2009	8:30 a.m. – 12:15 p.m.



Introduction to FEHA and ADA

What's the class about?	This introductory class will review the legal mandates, terminology and concepts outlined by California's Fair Employment and Housing Act (FEHA), and the Americans with Disabilities Act of 1990 (ADA), with an emphasis on role and responsibilities of staff involved in the reasonable accommodation process.	
What's the class objective?	Participants will gain an understanding of disability issues, learn key FEHA/ADA terms and concepts, and identify the fundamentals of the reasonable accommodation and interactive process.	
Who should attend?	Reasonable Accommodation and Return to Work Coordinators and staff who have responsibility for compliance with the FEHA/ADA reasonable accommodation requirements.	
How much is the tuition?	\$85 per participant	
When is the class offered?	May 14, 2009	8:30 a.m. – 12:15 p.m.



Writing an Effective Duty Statement

What's the class about?	Duty statements play a critical role in the reasonable accommodation process. This class focuses on criteria used by state and federal disability laws to determine if job duties are considered essential or marginal job activities, and therefore, subject to reasonable accommodation. This class builds on the concepts learned in the <i>Introduction to FEHA and the ADA</i> and <i>Practical Solutions to Reasonable Accommodation</i> classes offered by SPB.	
What's the class objective?	Participants will develop strategies for writing or revising duty statements using a “who does what” language model to identify an employee’s essential job functions and the expected job performance. Participants will revise sample duty statements and review them from the perspectives of a EEOC or DFEH Investigator, a treating physician, an employee requesting an accommodation, or the supervisor who must respond to this request.	
Who should attend?	This class is designed for personnel staff, Supervisors, Reasonable Accommodation or Return-to-Work Coordinators, and others responsible for writing, revising or reviewing duty statements for accommodation purposes.	
How much is the tuition?	\$85 per participant	
When is the class offered?	April 21, 2009	8:30 a.m. – 12:15 p.m.



Sexual Harassment Prevention

What's the class about?	This innovative program complies with California's sexual harassment prevention training requirements (Government Code section 12950.1). It covers all aspects of equal employment opportunity compliance, including the prevention of unlawful discrimination, harassment, and retaliation, principles of mutual respect, the Platinum Rule, and the internal complaint process. We provide attendees with a fun and interactive training experience on this important workplace issue.	
What's the class objective?	To provide all employees with the tools necessary to prevent and manage equal employment opportunity issues in the workplace.	
Who should attend?	This class is designed for all employees.	
How much is tuition?	\$60 per participant	
When is the class offered?	October 10, 2008	8:30 a.m. – 12:00 p.m.
	October 10, 2008	1:00 p.m. – 4:30 p.m.
	January 7, 2009	8:30 a.m. – 12:00 p.m.
	January 7, 2009	1:00 a.m. – 12:00 p.m.
	April 9, 2009	8:30 a.m. – 12:00 p.m..
	June 1, 2009	8:30 a.m. – 12:00 p.m.

Bring "Sexual Harassment Prevention" to your worksite. Call us at 916-653-1597 to inquire.



Working with Generational Differences

What's the class about?	<p>This class identified generational differences as they currently exist in today's workforce. It examines four generations: Traditionalists, Baby Boomers, Gen X'ers and Gen Y populations. Participants learn how age differences in the workplace can positively impact productivity, quality and the relationships between work teams and managers. Each generation's value system development is explored with regard to its behavioral influences at work. Through the use of varied activities, discussions and case studies; participants learn and further develop strategies to motivate and coach the four generations. Recruitment and retention strategies are also presented.</p>	
What's the class objective?	<p>The class provides participants with an understanding and appreciation of today's workplace generational differences. It also builds skill in fully utilizing the benefits of cross-generational diversity.</p>	
Who should attend?	<p>The design of this course supports managers and supervisors, work teams, and employee work groups looking to improve performance and employee relationships.</p>	
How much is tuition?	<p>\$145 per participant</p>	
When is the class offered?	November 21, 2008	8:30 a.m. – 4:30 p.m.
	February 24, 2009	8:30 a.m. – 4:30 p.m.
	May 18, 2009	8:30 a.m. – 4:30 p.m.



Exempt and CEA Return Rights

What's the class about?	This class teaches participants how to apply the mandatory rights and permissive eligibilities provided in the Constitution and the Civil Service Act to an exempt or CEA employee that is being terminated.	
What's the class objective?	At the conclusion of the class, participants will be able to determine an individual's rights and eligibility at the termination of his or her exempt or CEA appointment and explain those rights and eligibilities to the individual.	
Who should attend?	This class is designed for personnel staff responsible for making decisions that determine an individual's right of return from an exempt or CEA position and/or drafting the letter explaining to the exempt or CEA employee his or her return rights and eligibilities.	
How much is the tuition?	\$145 per participant	
When is the class offered?	October 14, 2008	8:30 a.m. – 4:30 p.m.
	May 18, 2009	8:30 a.m. – 4:30 p.m.



Franklin Covey Writing Advantage

What's the class about?	SPB offers Franklin Covey Writing Advantage as a two-day workshop. It helps you gain control of what you write, how you write it, and how it is received by others. You learn the latest, most successful writing methods. This is a composition class geared specifically for business writing. You will learn to write memos, e-mails, and reports that help you achieve your objectives. After the class you'll approach your writing tasks with added confidence and increased skill.	
What's the class objective?	Apply principles of organization including the four-box method to design an effective document. Discover how to bring all the pieces of the document together to quickly write a well-constructed draft. Practice peer review, collaboration, and revision with fellow workshop participants to refine documents.	
Expected benefits/outcomes:	Improve productivity by collecting all necessary information before writing. Increase credibility by communicating powerfully, logically, concisely, and professionally. Motivate your readers to action through timely, accurate information.	
Who should attend?	This class is designed for personnel officers, exam managers, personnel analysts, and individuals responsible for the development of employment tests and/or the management of selection programs.	
How much is the tuition?	\$389 per participant	
When is the class offered?	February 17-18, 2009 June 9-10, 2009	8:30 a.m. – 4:30 p.m. 8:30 a.m. – 4:30 p.m.



Franklin Covey 7 Habits of Highly Effective People

What the class about?	Based on the best-selling business book, this in-depth, three-day workshop shows you how to apply the 7 Habits principles in your job, your relationships, and your life. You will build a comprehensive foundation for success at all levels of leadership – personal, interpersonal, managerial, and organizational.	
What's the class objective?	<ul style="list-style-type: none">■. Develop relationships based on trust.■ Communicate effectively with others in ways that help you accomplish more while making a positive impact on all your interactions.■ Choose the most effective ways to improve productivity and stay focused on the issues most important to success.■ Confront a crisis before it creates chaos.■ Be more prepared to deal with difficult times and circumstances than ever before.	
Who should attend?	This class is designed for managers, supervisors, and employees at all levels.	
How much is the tuition?	\$389 per participant	
When is the class offered?	January 13-15, 2009 June 24-26, 2009	8:30 a.m. – 4:30 p.m. 8:30 a.m. – 4:30 p.m.

Franklin Covey 7 Habits for Managers

What's the class about?

The 7 Habits for Managers is a two-day workshop that provides insights and tools from Stephen R. Covey's *The 7 Habits of Highly Effective People* – the most influential business book of the century – applied specifically to the challenges facing managers. Current as well as future managers learn to leverage hidden resources, define their contribution, hold team members accountable, give constructive feedback, and unleash the potential of the team to achieve crucial goals.

What's the class objective?

The workshop develops managers who:

- Use their resourcefulness and initiative to break the barriers to results.
- Make the contribution they are capable of making.
- Focus on a few “wildly important goals” and follow through.
- Make Win-Win Performance Agreements to motivate superb performance.
- Practice Empathic Listening and give honest, accurate feedback.
- Arrive at truly synergistic solutions and decisions.
- Tap into the capabilities and passions of the “whole person.”

Organizations will:

- Realize breakthrough results.
- Maximize the contribution of each team.
- Execute key goals with excellence.
- Enjoy measurably more motivated work teams.
- Foster an environment of candor and openness.
- Benefit from new and better ways to grow the business.
- Unleash the full potential of each work team.

Continued on next page...

7 Habits for Managers Continued...

Who should attend?

This workshop is for managers, supervisors, leaders, executives – anyone who manages the work of other people. *The 7 Habits for Managers* is an excellent investment in managers to help them achieve their full potential as contributors to the organization. It also offers a means of preparing new and future leaders upon a foundation of character and effectiveness, thus deepening the “bench strength” of the organization.

How much is the tuition?

\$389 per participant

When is the class offered?

February 25-26, 2009
May 6-7, 2009

8:30 a.m. – 4:30 p.m.
8:30 a.m. – 4:30 p.m.



Permissive Reinstatement and Transfers

What's the class about?	This two-day class teaches participants how to determine when a transfer or reinstatement is permissible. The focus of the training is on the legality of the appointment and NOT salary determination. (Training on salary determination is offered by the State Controller's Office.)	
What's the class objective?	This class provides participants with the knowledge needed to determine whether or not a potential transfer or permissive reinstatement meets the legal requirements of the Constitution and the Civil Service Act.	
Who should attend?	This class is designed for personnel staff that are responsible for making decisions on transfers and reinstatements.	
How much is the tuition?	\$290 per participant	
When is the class offered?	September 25-26, 2008	8:30 a.m. – 4:30 p.m.
	October 23-24, 2008	8:30 a.m. – 4:30 p.m.
	February 17-18, 2009	8:30 a.m. – 4:30 p.m.
	June 15-16, 2009	8:30 a.m. – 4:30 p.m.

Workforce Planning

What's the class about?

This one-day class will provide an introduction to workforce planning. It will explore the critical need for an effective workforce plan to minimize the effects of an upcoming “perfect storm” which threatens as the result of combined workforce demographic changes, increasingly complex technology, and shrinking budgets within the state and world economies.

Participants will have an opportunity to become familiar with various models of workforce planning and determine the plan elements best suited for their organization. They will also assess the driving and restraining forces to the successful implementation of a workforce plan and create an action plan for next steps in implementing their workforce plan.

What's the class objective?

Upon completion of this class, participants will be better able to:

- Articulate the importance of workforce planning as it relates to state service.
- Understand the basic principles of workforce planning
- Identify common deterrents to effective workforce planning and brainstorm for solutions
- Influence others within the organization to support the workforce planning initiative
- Comprehend the steps of a successful workforce plan
- Demonstrate understanding of several different workforce planning models
- Determine which workforce planning model best fits his/her organizations needs
- Initiate an action plan for next steps in developing his/her workforce plan
- Identify and utilize resources for creating, implementing, and maintaining a successful workforce plan.

Who should attend?

This class is designed for personnel staff who are responsible for making decisions on transfers and reinstatements.

How much is the tuition?

\$145 per participant

When is the class offered?

Job Analysis

What's the class about?	Job analysis is the foundation for many of the critical personnel decisions in your organization. This workshop focuses on job analysis methods involving the identification of critical tasks and associated knowledge, skills, and abilities (KSAs). The resulting multi-purpose job analysis data can be used for a wide variety of personnel activities including the design of training programs, the establishment of class specifications, human resources planning, and the development of content valid selection procedures.	
What's the class objective?	This class provides participants with the theory, concepts, and methodology for conducting a job analysis following the task analysis model. This is an interactive class that includes group discussion and hands-on exercises. Participants complete an actual job analysis during the class.	
Who should attend?	This class is designed for personnel staff involved in programs such as selection, recruitment, classification, return-to-work, and human resources planning.	
How much is the tuition?	\$290 per participant	
When is the class offered?	August 21-22, 2008	8:30 a.m. – 4:30 p.m.
	September 15-16, 2008	8:30 a.m. – 4:30 p.m.
	October 27-28, 2008	8:30 a.m. – 4:30 p.m.
	December 9-10, 2008	8:30 a.m. – 4:30 p.m.
	January 29-30, 2009	8:30 a.m. – 4:30 p.m.
	March 25-26, 2009	8:30 a.m. – 4:30 p.m.
	April 22-23, 2009	8:30 a.m. – 4:30 p.m.
	June 1-2, 2009	8:30 a.m. – 4:30 p.m.



Statistics Made Easy for Personnel Selection

What's the class about?	This one-day class is designed to provide participants with an understanding of basic statistics used in the selection profession. Topics will include: means, standard deviations, standard error of measurement, correlations (e.g., reliability coefficients), and standard scores (e.g., z-scores and t-scores), and linear transformation. Class content will be covered using a combination of lecture, discussion, and group exercises.	
What's the class objective?	This class provides participants with an understanding of the interpretation and computation of basic statistics that are commonly used in the selection profession.	
Who should attend?	<p>This class is designed for personnel analysts, managers, or individuals responsible for the development of employment testing and selection programs.</p> <p>Participants are strongly encouraged to take this class, or a comparable statistics class, prior to taking the following Certified Selection Analyst program classes: Supplement Applications, Developing Interviews, Work Sample and Performance Test, Developing and Using Written Exams, Interpreting Item Analysis, Pass Point Setting, and Scoring Models. This class will provide a thorough understanding of exam statistics and measurement concepts.</p>	
How much is the tuition?	\$145 per participant	
When is the class offered?	August 14, 2008	8:30 a.m. – 4:30 p.m.
	November 4, 2008	8:30 a.m. – 4:30 p.m.
	March 5, 2009	8:30 a.m. – 4:30 p.m.
	June 12, 2009	8:30 a.m. – 4:30 p.m.



Professional Selection & Test Validation: Concepts and Principles

What's the class about?	This one-day class presents the APA Standards, Federal Uniform Guidelines on Employee Selection Procedures, ADA, EEOC and DFEH, the concepts of validation, reliability, adverse impact, reasonable accommodation in the exam process, and SPB rules on examinations.	
What's the class objective?	This class provides participants with the legal background and the measurement concepts on which profession selection is based.	
Who should attend?	This class is designed for personnel analysts, managers, or individuals responsible for the development of employment testing and selection programs.	
How much is the tuition?	\$145 per participant	
When is the class offered?	August 19, 2008	8:30 a.m. – 4:30 p.m.
	October 22, 2008	8:30 a.m. – 4:30 p.m.
	January 14, 2009	8:30 a.m. – 4:30 p.m.

Examination Planning

What's the class about?	This class provides participants with an understanding of the issues and factors to consider when planning an examination process. An emphasis throughout the class is placed on the legal and professional issues surrounding examination planning.	
What's the class objective?	This class provides participants with an overview of how to effectively plan an examination process.	
Who should attend?	This class is designed for personnel analysts, managers, or individuals responsible for the development of employment testing and selection programs.	
How much is the tuition?	\$145 per participant	
When is the class offered?	November 20, 2008	8:30 a.m. – 4:30 p.m.
	January 21, 2009	8:30 a.m. – 4:30 p.m.
	April 16, 2009	8:30 a.m. – 4:30 p.m.

Supplemental Applications

What's the class about?	This one-day class is designed to acquaint participants with a variety of techniques which can be used to assess training and experience (T&E). Advantages and disadvantages of T&E evaluation methods will be addressed as well as issues related to reliability, validity, instrument development, and scoring of these assessment techniques. Through a combination of lecture, discussion, and individual and group exercises, participants will gain an understanding of the approaches commonly used in evaluation training and experience.	
What's the class objective?	This class provides participants with an understanding of the approaches commonly used in evaluation applicants training and experience.	
Who should attend?	This class is designed for personnel analysts, managers, or individuals responsible for the development of employment testing and selection programs.	
How much is the tuition?	\$145 per participant	
When is the class offered?	September 26, 2008	8:30 a.m. – 4:30 p.m.
	October 17, 2008	8:30 a.m. – 4:30 p.m.
	January 23, 2009	8:30 a.m. – 4:30 p.m.
	April 3, 2009	8:30 a.m. – 4:30 p.m.
	May 22, 2009	8:30 a.m. – 4:30 p.m.

Developing Interviews

What's the class about?	This two-day class includes a summary of the research literature pertaining to the interview process as well as current professional interviewing practices; an overview of the legal and professional guidelines and standards which impact the interview process; a discussion of when the use of an interview is appropriate; an introduction to structured interviewing principles and techniques; procedures for developing and using interview questions, bench mark answers, and anchored rating scales; an overview of the issues pertaining to administering interview examinations; and strategies for working with subject matter experts in the interview process.	
What's the class objective?	This class provides participants with an understanding of "best practices" interviewing principles and techniques, as well as a knowledge of interview development and administration practices.	
Who should attend?	This class is designed for examination analysts, managers, and individuals responsible for the development and/or administration of employment testing and selection programs.	
How much is the tuition?	\$290 per participant	
When is the class offered?	October 28-29, 2008	8:30 a.m. – 4:30 p.m.
	January 8-9, 2009	8:30 a.m. – 4:30 p.m.
	May 12-13, 2009	8:30 a.m. – 4:30 p.m.

Chairing Interview Examinations

What's the class about?	This three-day class has just been updated to provide certification of chairpersons for examination interview panels. In State Service the interview examination process is often referred to as the Qualification Appraisal Panel (QAP) interview process. Topics such as interview procedures, preparation and panel orientation, panel members' responsibilities, and fairness and equal employment opportunity are thoroughly explained and reinforced through discussion, class exercises, and mock interviews.	
What's the class objective?	This class focuses on "best practices" interviewing techniques and provides participants with the knowledge and expertise necessary to conduct fair, effective and legal interview examinations. Upon successful completion of this class, participants will be certified as chairpersons by the State Personnel Board and will be prepared to conduct interview examinations (QAPs).	
Who should attend?	Anyone having responsibility for chairing interview examinations MUST complete this course and be certified by an SPB certified course instructor. Additionally, this course is designed for examination analysts, managers, and individuals who are responsible for the development and/or administration of employment testing and selection programs.	
How much is the tuition?	\$425 per participant	
When is the class offered?	October 8-10, 2008	8:30 a.m. – 4:30 p.m.
	October 15-17, 2008	8:30 a.m. – 4:30 p.m.
	November 18-20, 2008	8:30 a.m. – 4:30 p.m.
	February 3-5, 2009	8:30 a.m. – 4:30 p.m.
	March 24-26, 2009	8:30 a.m. – 4:30 p.m.
	May 5-7, 2009	8:30 a.m. – 4:30 p.m.
	June 22-24, 2009	8:30 a.m. – 4:30 p.m.

Work Sample and Performance Tests

What's the class about?	This one-day class is designed to provide participants with an understanding of work sample and performance test. Topics to be addressed include the development of exercises and rating scales, assessor/rater training, and the practical and logistical issues related to the administration of work sample and performance tests. Class content will be covered using a combination of lecture, discussion and group exercises.	
What's the class objective?	This class provides participants with an understanding of the appropriate use of work sample and performance tests.	
Who should attend?	This class is designed for personnel analysts or individuals responsible for the development of employment testing and selection programs.	
How much is the tuition?	\$145 per participant	
When is the class offered?	December 12, 2008	8:30 a.m. – 4:30 p.m.
	February 27, 2009	8:30 a.m. – 4:30 p.m.
	May 8, 2009	8:30 a.m. – 4:30 p.m.

Developing and Using Written Exams

What's the class about?

This class addresses the concepts of examination reliability and validity; advantages and the cost effectiveness of using written examinations to assess job knowledge and skills; examination planning; item writing principles, form and content issues. Through individual and group exercises, this interactive course will provide participants with examination item writing theory as well as practical hands-on item writing experience.

It is recommended that you take "Interpreting Item Analysis with this class"

What's the class objective?

This class provides participants with the expertise needed to develop multiple choice written examinations.

Who should attend?

This class is designed for personnel analysts or individuals responsible for the development of employment testing and selection programs.

How much is the tuition?

\$145 per participant

When is the class offered?

November 21, 2008	8:30 a.m. – 4:30 p.m.
March 27, 2009	8:30 a.m. – 4:30 p.m.
April 24, 2009	8:30 a.m. – 4:30 p.m.

Interpreting Item Analysis

What's the class about? This one-day class explains the proper use and interpretation of item analysis information. The class will introduce participants to issues and concepts related to item discrimination, the interpretation of item analysis data, and the use of item analysis information to improve individual test items as well as the test as a whole.

It is recommended that you take “Developing and Using Written Exams” with this class.

What's the class objective? This class provides participants with an explanation of the information provided in an examination item analysis report.

Who should attend? This class is designed for personnel analysts, managers, or individuals responsible for the development of employment testing and selection programs.

How much is the tuition? \$145 per participant

When is the class offered?	December 19, 2008	8:30 a.m. – 4:30 p.m.
	April 10, 2009	8:30 a.m. – 4:30 p.m.
	May 29, 2009	8:30 a.m. – 4:30 p.m.

Pass Point Setting

What's the class about?	This one-day class presents participants with a legally defensible process which can be used to set pass points on a variety of selection instruments. Topics will include the use of exam statistics, the establishment of Minimal Acceptable Competence (MAC) levels, and the inclusion of appropriate legal considerations. Participants will complete hands-on activities and use actual exam data to set pass points and discuss pass point setting	
What's the class objective?	This class provided participants with the processes used to set a pass point on examinations which are legally defensible.	
Who should attend?	This class is designed for personnel analysts, managers, or individuals responsible for the development and/or administration of employment testing and selection programs.	
How much is the tuition?	\$145 per participant	
When is the class offered?	October 14, 2008	8:30 a.m. – 4:30 p.m.
	December 4, 2008	8:30 a.m. – 4:30 p.m.
	April 1, 2009	8:30 a.m. – 4:30 p.m.

Scoring Models

What's the class about?	<p>Scoring models determine how individual selection instruments within a total selection process fit together to appropriately assess candidate qualifications. Scoring models also establish the methodology by which individual selection instruments are scored and weighted. This one-day class introduces participants to the concepts of scoring models and provides a discussion of the issues to consider in determining scoring models for selection processes. Topics will include an introduction to scoring models, the legal considerations affecting the use of various scoring models, and how to determine the appropriate scoring model for a selection process. Through the use of hands-on activities and discussions, participants will establish scoring models and utilize the scoring process to accurately determine candidate qualifications.</p>	
What's the class objective?	<p>This class provides participants with an understanding of scoring model concepts and an introduction to various approaches used in determining scoring models for selection processes.</p>	
Who should attend?	<p>This class is designed for personnel analysts, managers, or individuals responsible for the development and/or administration of employment testing and selection programs.</p>	
How much is the tuition?	<p>\$145 per participant</p>	
When is the class offered?	November 6, 2008	8:30 a.m. – 4:30 p.m.
	December 12, 2008	8:30 a.m. – 4:30 p.m.
	April 21, 2009	8:30 a.m. – 4:30 p.m.



Harnessing the Power of Subject Matter Experts (SMEs)

What's the class about?	Subject matter experts (SMEs) play an integral role in the selection process. This half-day class will focus on the unique role of the SME in the selection process. Participants will be provided with insight and strategies to effectively utilize the talents and strengths of SMEs while preserving the integrity and well being of the selection process. Through discussion and exercises, participants will develop an understanding of what SMEs are and fundamental strategies to utilize the strengths of SMEs in designing, developing, and administering selection processes.	
What's the class objective?	This course will provide participants with an understanding of the role of SMEs in the selection process and the impact of SMEs on the success of the selection process.	
Who should attend?	This course is designed for Selection Analysts, Managers, and staff, who interact with Subject Matter Experts (SMEs) in the course of designing, developing, and administering selection process.	
How much is the tuition?	\$85 per participant	
When is the class offered?	November 5, 2008 May 21, 2009	8:30 a.m. – 12:15 p.m. 8:30 a.m. – 12:15 p.m.



Essential Analytical Skills

What's the class about?	Moving beyond the foundation of literacy and numeracy skills (as presented in the Introduction to Analytical Skills Course), Essential Analytical Skills breaks new ground in the preparation of the analyst. This course is designed to explore the relationship between analytical thinking, research, and problem solving. Fourteen problem solving skills are explored, which enhance analyst competencies.	
What's the class objective?	Using actual government-based research problems, participants in this class will learn to organize data, analyze it, and use problem solving techniques and tools. Research strategies, utilizing the internet, will also be presented. Finally, each participant will understand how to put together a project plan that contains outcomes and deliverables.	
Who should attend?	This course is an excellent refresher for experienced analyst. Analysts new to their positions will also benefit from the systematic and logical approaches to analytical work presented in this class.	
How much is the tuition?	\$145 per participant	
When is the class offered?	December 3, 2008	8:30 a.m. – 4:30 p.m.
	May 27, 2009	8:30 a.m. – 4:30 p.m.

Critical Thinking Skills

What's the class about?

This course is about learning how to think critically in a number of ways. Critical thinking equals independent thinking, which includes reasoning through an issue and defending a position based on one's own abilities and beliefs. Critical thinking is exhibited by a person who knows how to evaluate information and make a choice based on that information, regardless of what others want that person to do. After a brief introduction about the nature of critical thinking, the course launches into the first of three tools that will increase the ability of participants to evaluate information and make an objective choice that can be justified to others. All three tools (Thinking Map, Grid Analysis, and Six Thinking Hats) will help participants to avoid the trap of unreflective thinking – the kind of thinking that occurs when someone jumps to a conclusion, or accepts some evidence, claim or decision at face value, without critical examination.

What's the class objective?

By the end of this course, participants will be better able to: use critical thinking skills to analyze various situations; quickly identify the central issue(s) in a complex document; identify valid sources of information and expertise; apply critical thinking tools to realistic organizational issues; choose the appropriate tool for a given situation.

Who should attend?

This course is designed for all employees who need to actively question assumptions and look for reasonable and logical results.

How much is the tuition?

\$145 per participant

When is the class offered?

December 10, 2008	8:30 a.m. – 4:30 p.m.
February 24, 2009	8:30 a.m. – 4:30 p.m.
May 8, 2009	8:30 a.m. – 4:30 p.m.

Completed Staff Work (2-days)

What's the class about?	This class is designed to provide participants with a thorough understanding of the concepts of Completed Staff Work (CSW). It also provides them with an opportunity to experience working on analytical problems individually and in teams using the seven-step CSW model. It is designed to provide participants with practice on creating evaluation criteria, analyzing and evaluating alternatives, and preparing recommendations for implementation based on generally accepted standards for government agencies.	
What's the class objective?	This class is about developing and improving the participant's ability to perform Completed Staff Work. Through instruction, individual and group practice, participants learn how to develop and evaluate criteria for judging alternatives and a process to use to present their recommendations to management.	
Who should attend?	This two-day course is for analysts just starting in their career (Staff Services Analysts) or experienced analysts that are required to create recommendations for management implementation in the form of Completed Staff Work (CSW) but have never attended a CSW class.	
How much is the tuition?	\$290 per participant	
When is the class offered?	December 17-18, 2008 March 24-25, 2009	8:30 a.m. – 4:30 p.m. 8:30 a.m. – 4:30 p.m.



Interpersonal Skills for Analysts (2-days)

What's the class about?	A critical element of success for the analyst is the ability to initiate and maintain viable workplace relationships that foster a productive exchange of information. This course provides participants with insights and skills that will help them maximize their productivity as they interact with others to effectively accomplish workplace goals and objectives.	
What's the class objective?	By the end of this course, participants will be better able to leverage their emotional intelligence to get the best from themselves and others; use insights from the DiSC [®] to explore differences in how individuals take in, process and act upon information; apply that knowledge to create successful interactions in the workplace; use the skills of effective listening, questioning and influence; and expand their ability to negotiate and compromise in the face of differing opinions.	
Who should attend?	Any analyst in the SSA, AGPA or a related analyst series who wishes to increase their effectiveness via improved interpersonal skills.	
How much is the tuition?	\$290 per participant	
When is the class offered?	January 12-13, 2009	8:30 a.m. – 4:30 p.m.
	April 9-1-, 2009	8:30 a.m. – 4:30 p.m.

Writing for Analysts (2-days)

What's the class about?	An analyst's work product needs to be clear, concise, logical, and correct. The first step in meeting these requirements is to plan effectively before writing – the best planners are the best writers. This class will help you analyze and organize your writing project, as well as help you choose the most effective way to present completed staff work to your audience.	
What's the class objective?	Writing for Analysts helps participants learn how to become more competent and confident writers, to overcome writer's block, to employ critical thinking and to communicate using clear, concise, and correct language. Using the WRITE method, the course provides a clear and painless way to prepare, generate ideas, and produce an orderly document. This course builds on completed staff work and focuses on how to write specific types of analyst documents, including proposals, white papers, evaluations, etc. Note: Please bring completed staff work writing samples from the workplace to class.	
Who should attend?	Analysts who want to better communicate with peers, supervisors, and upper management.	
How much is the tuition?	\$290 per participant	
When is the class offered?	January 5-6, 2009	8:30 a.m. – 4:30 p.m.
	April 23-24, 2009	8:30 a.m. – 4:30 p.m.



Roles and Responsibilities of the Superior Analyst

What's the class about?	<p>“Soft skills” are increasingly the currency of choice in the new economy. The Role and Responsibilities of the Superior Analyst course designed to provide you with insight into the knowledge, skills and abilities needed to perform as a superior analyst. Additionally, through class exercises, you will become aware of the effect your attitude has on your performance and the performance of your colleagues. The goal of this course is to help you enhance your ability to perform as a superior analyst in your California government agency.</p>	
What's the class objective?	<p>By the end of this course, participants will be able to give examples of behaviors that support and undermine the organization and that contribute to professionalism; identify employer expectations regarding job performance and attitudes; define one's role and responsibilities in a given context; work effectively within the organization hierarchy and reporting procedures; display a positive attitude and a professional image, and foster a productive environment; make effective decisions and display a positive attitude and a professional image, and foster a productive environment; make effective decisions and display initiative in a wide range of contexts; ask for and accept constructive criticism; seek and use feedback on personal performance and effectiveness; articulate expectations of a supervisor.</p>	
Who should attend?	<p>Analysts who want to take their work to the “next level” by increasing their ability to interact with and influence others.</p>	
How much is the tuition?	<p>\$145 per participant</p>	
When is the class offered?	January 22, 2008 May 11, 2009	8:30 a.m. – 4:30 p.m. 8:30 a.m. – 4:30 p.m.



Problem-Solving Methodology and Tools

What's the class about?	This course builds on the problem solving concepts and techniques introduced in Essential Analytical Skills and details a structured how-to approach to problem solving. By learning a structured five-step problem solving model, participants will be able to understand the issue, identify the root cause, and determine a viable solution in the most effective manner. After participants learn and practice the five-step method, the afternoon is spent learning a variety of tools that facilitate problem solving and creative thinking.	
What's the class objective?	By the end of this course, participants will be able to: use a standard method for solving problems in the workplace; apply the five-step method to an actual workplace problem; identify and use the proper tools at each step in the problem solving process (e.g., force field analysis, brainwriting, fishbone diagram); use creative thinking techniques to expand the possibilities of viable solutions.	
Who should attend?	Any analysts who needs to solve problems with a team or as an individual.	
How much is the tuition?	\$145 per participant	
When is the class offered?	February 23, 2008	8:30 a.m. – 4:30 p.m.



Project Management for Analysts (2-days)

What's the class about?

Analysts in state government are increasingly involved as team leaders and members for projects large and small. The most effective way for an analyst to ensure the success of any project, whether simple or complex, is to plan it well at the outset. In this highly, interactive course, you will have an opportunity to work with a team of colleagues on a real-word project plan. You will also receive a comprehensive set of tools to track and manage your project once the plan is in place. This step-by-step course introduces a logical, powerful, and integrated project planning methodology to participants who have no project management experience. It is also an excellent opportunity to review and strengthen the basic project planning knowledge of those who have had some experience in this area. Note: Unlike many project management classes, this course does not focus on project management software such as Microsoft Project®. The focus is entirely on helping participants learn and practice sound project planning and management skills.

What's the class objective?

By the end of the this course, you will be able to define a project, assemble and effectively manage a project team, identify takes and task dependencies, create a realistic project schedule, calculate a project's critical path, create a risk management plan, access various tools to track and manage your project, and conduct a post-project review.

Who should attend?

Anyone who is or might be placed in charge of a project and/or project team.

How much is the tuition?

\$290 per participant

When is the class offered?

March 2-3, 2008

8:30 a.m. – 4:30 p.m.



Presentation Skills for Analysts (2-days)

What's the class about?	In surveys, public speaking ranks as one of the top three fears that people have. Analysts in state government are increasingly being asked to present information to the public, executive management, and legislative committees as part of their job duties. Using a step-by-step approach to designing a presentation and then culmination in a final, professional presentation to fellow class members, this course is designed to help you conquer any fears you may have of public speaking while sharpening your skills. Special attention will be paid to helping you capture, keep, and motivate the audience. Your delivery, confidence, organization, flow, and competence in delivering engaging presentations will increase with the tools taught in this course.	
What's the class objective?	By the end of this course, participants will be able to apply adult learning principles to presentation preparation and delivery; use methods for engaging an audience and keeping it interested; handle nerves and hostility more effectively; identify and practice verbal and nonverbal elements of effective delivery style; overcome common presentation blunders.	
Who should attend?	Anyone who is interested in increasing their level of competence and comfort in delivering effective and engaging presentations.	
How much is the tuition?	\$290 per participant	
When is the class offered?	April 13-14, 2008	8:30 a.m. – 4:30 p.m.



Coaching and On the Job Training for Supervisors of Analysts

What's the class about?

This two-day class is designed to address two concerns that supervisors have about Analyst development:

- "I have a limited training budget"
- "I need to ensure that training sticks"

Coaching and on-the-job training (OJT) create a close working partnership that helps the supervisor improve Analyst performance and work products.

What's the class objective?

Supervisors who complete this program will be able to:

- Explain the difference between coaching and managing
- Use a four-step model for coaching Analysts
- Ask questions to help employees discover their own strengths and solutions
- Provide a comprehensive view of the essentials of Analyst skills development
- Explain the differences between informal and structured OJT
- Decide which Analyst tasks are appropriate for OJT
- Create SMART job aids for better training and learning retention
- Provide training to new Analysts that reduces their learning curve
- Get on the same page with Analysts regarding completed staff work
- Take away two handy resources (in addition to the detailed Participant Guide) for further understanding of how to coach Analysts:
 - Analyst Skill Model Mini-booklet
 - Coaching in the Workplace

Who should attend?

This class is designed for supervisors/managers of analysts.

How much is the tuition?

\$350 per participant

When is the class offered?

May 28-29, 2009

8:30 a.m. – 4:30 p.m.



Introduction to Analytical Skills (2-days)

What's the class about?	Becoming an analyst or even starting out as one can be intimidating. Often you are thrown into analytical work without adequate training. Even worse, you may have to “learn” on the job, without knowing what to do. This course is designed to provide you with an overview of analytical staff work and introduces how to do research. It prepares you for the challenges of analytical work and how you can build an analytical career.	
What's the class objective?	This sixteen-hour program will help you understand the role of the analyst and the basic skills required. It will also give you an opportunity to practice assignments often given to State analysts. You will also be able to assess your interest and skill level in performing analytical work through a diagnostic instrument.	
Who should attend?	Any aspiring analyst (staff member who wishes to promote to the analytical series) or new SSA or related analytical series will benefit from this class.	
How much is the tuition?	\$290 per participant	
When is the class offered?	February 18-19, 2009 May 5-6, 2009	8:30 a.m. – 4:30 p.m. 8:30 a.m. – 4:30 p.m.



Introduction to Completed Staff Work

What's the class about?

This class is about identifying competencies needed for Completed Staff Work (CSW) and becoming familiar with the basics of the seven-step CSW and problem solving models. This is accomplished through instruction and individual and group practice on problems and scenarios presented by the instructor. It may be considered an upward mobility course to provide employees with an opportunity to prepare for more challenging positions.

What's the class objective?

The course is designed to introduce participants to the concepts of CSW and to provide them with practice using a seven-step problem solving model that is closely aligned with the seven-step CSW Model. The goal of Introduction to CSW is to present participants with an opportunity to evaluate their level of accomplishment or ability in terms of the competencies-knowledge, skills and abilities (KSAs) needed to perform successfully as an analyst and to provide them with an opportunity to experience developing CSW recommendations.

Who should attend?

Administrative support staff personnel (Office Technicians, Program Technicians, etc.) that are seeking a position as an analyst.

How much is the tuition?

\$145 per participant

When is the class offered?

March 17, 2008

8:30 a.m. – 4:30 p.m.



Introduction to Writing for Analysts

What's the class about?

Writing is a vital skill for public sector employees and one that is increasingly identified as a challenge by management. Many writers produce unclear, confusing, and jargon-filled documents that are difficult to understand. Management wants plain, straightforward language that avoids jargon and uses technical terms that are easily understood.

Introduction to Writing for Pre-Analysts teaches participants how to become more competent and confident writers. Using the WRITE method, the course provides a clear and painless way to prepare, generate ideas, and produce an orderly document.

Note: Please bring a writing sample to class – a letter, memo, email, or report.

What's the class objective?

By the end of this course, participants will be able to eliminate jargon, “bureaucratese”, and wordiness; utilize plain language; understand and utilize the active voice; write concise, yet complete documents; utilize parallel structure and other consistency tips; employ graphics when and where appropriate; analyze your audience and purpose for writing; organize and edit content for clarity, conciseness, and correctness.

Who should attend?

State employees and aspiring analysts, who want to become better writers.

How much is the tuition?

\$145 per participant

When is the class offered?

March 27, 2008

8:30 a.m. – 4:30 p.m.



Interpersonal Skills for the Pre-Analyst

What's the class about?	This class prepares the individual for – entry to and understanding of the interpersonal side of the analyst's position. It gives participants the opportunity to better understand how they and others take in, process and act upon information. It also provides them with an opportunity to enhance their communication skills. This class will enable the aspiring Office Technician (OT), or similarly ranked individual, to prepare for and gain the skills needed for the successful transition to the analyst rank.	
What's the class objective?	By the end of this course, participants will be better able to interact in the workplace through a deeper understanding of how they and others perceive and process information and take action based upon those perceptions. They will also expand their skills in effective listening, questioning and influence.	
Who should attend?	Any OT, or similarly ranked individual, who aspires to join the ranks of the analyst, should consider taking this course.	
How much is the tuition?	\$145 per participant	
When is the class offered?	April 6, 2008	8:30 a.m. – 4:30 p.m.



Introduction to Project Planning for Pre-Analysts

What's the class about?

As the world of work becomes more collaborative, employees in state government are increasingly involved as team leaders and members for projects large and small. In order to advance to the role of analyst, one must develop good team membership and leadership skills. The most effective way to ensure the success of any project, whether simple or complex, is to plan it well at the outset. In this highly interactive course, you will also receive a comprehensive set of tools to aid in project planning. This step-by-step course introduces a logical, powerful, and integrated project planning methodology to participants who have no project management experience.

Note: Unlike many project management classes, this course does not focus on project management software such as Microsoft Project®. The focus is entirely on helping participants learn and practice sound project planning and management skills.

What's the class objective?

By the end of this course, participants will be able to define project management, its benefits, and key applications; launch an effectively planned project; and apply tools and techniques for effective project planning and management to your world.

Who should attend?

Anyone who is, might be, or is interested in being placed on a project team.

How much is the tuition?

\$145 per participant

When is the class offered?

March 23, 2008

8:30 a.m. – 4:30 p.m.